

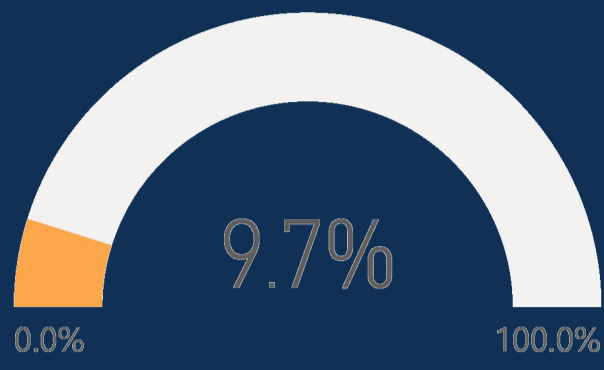
Gender Pay Gap

October 2021 submission

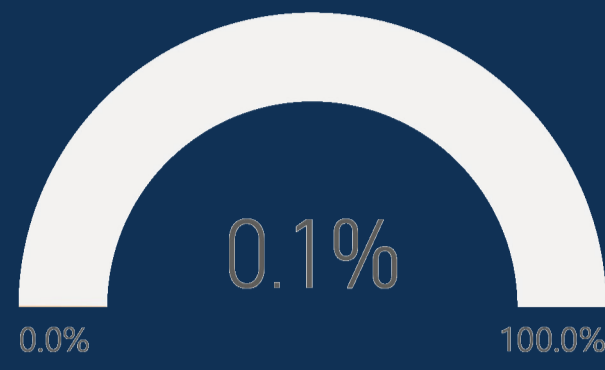
Our Gender Pay Gap report for 2021 covers the snapshot date of 5 April 2020.

Below, we explain our latest gender pay gap information, what we think contributed to this, and what we're doing to improve things.

Mean Gender Pay Gap



Median Gender Pay Gap



What's behind the numbers?

Our mean gender pay gap is a little higher than our last submission (8.5%) however our median gender pay gap has almost been eradicated.

We think the mean gap is attributable to a handful of non-standard roles that were engaged last year to help us transform the business in the face of the challenges posed by Covid-19. Remove those roles from the picture and our mean gap shrinks to just 1.6%.

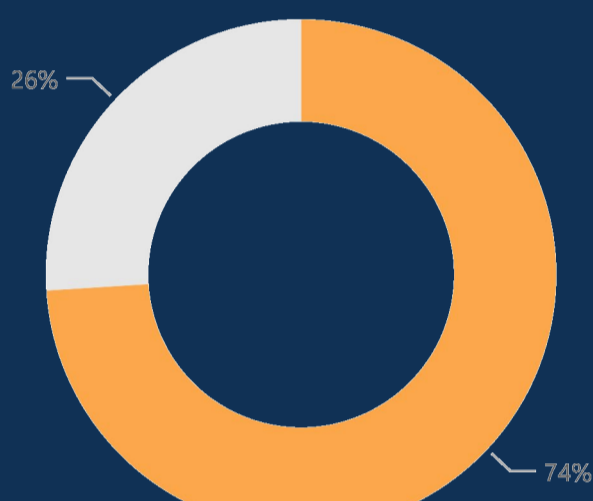
Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

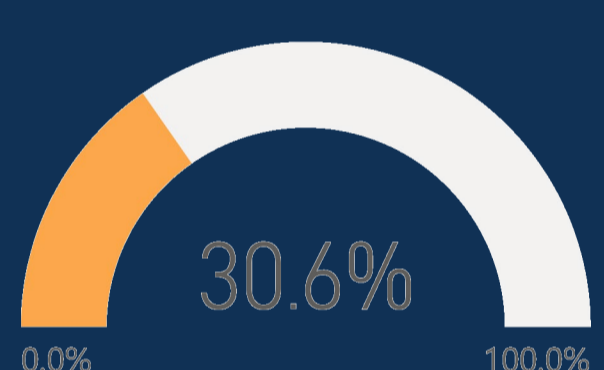


Gender
● Male
● Female

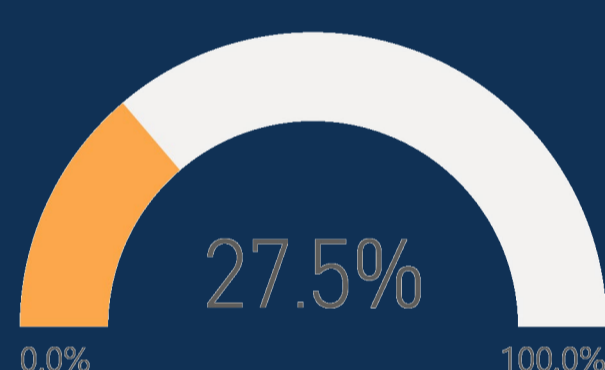
What's behind the numbers?

For the snapshot period, our headcount was 72% male and 28% female, so the proportions of male – female in each quartile broadly reflects the gender population of our workforce.

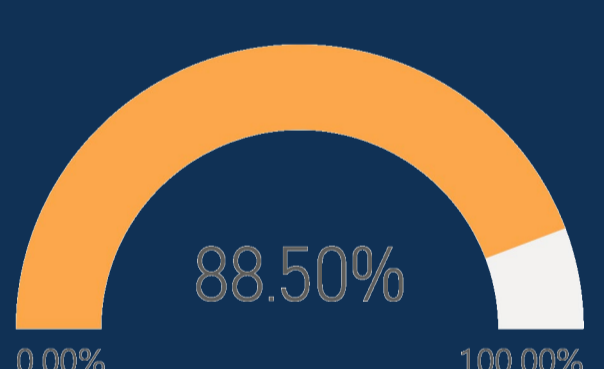
Mean Bonus Pay Gap



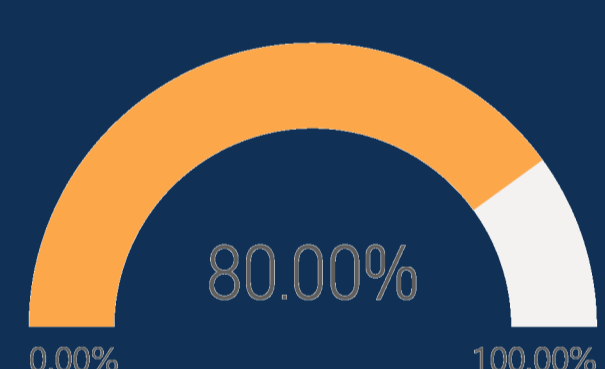
Median Bonus Pay Gap



Proportion of men receiving bonus



Proportion of women receiving bonus



What's behind the numbers?

About 70% of our field teams, which make up most of our workforce, received some form of performance-related bonus. This contrasts with our Central Support team, which has a majority female workforce, but are roles that did not get a bonus.

Bonuses will typically be linked to salary, for example there may be a bonus equivalent to 10% of salary, per annum. Therefore if more men are more highly paid than women there will be a bigger gap.

Bonus payments may also be affected by long term absence, which may impact women on maternity leave.

WHAT ARE WE DOING ABOUT IT?



New bonus scheme for central support

We've introduced a new bonus scheme for our Central Support division. Since these teams have a majority female population, the introduction of a bonus should help to reduce the bonus pay gap.



Our Diversity Council

We've introduced a Diversity Council, a representative body of staff and managers to identify ways in which we can build and nurture diverse talent across Blue Square. We'll be discussing the results with the Council to come up with more ideas to help us close the gap.



More women in senior positions

We recognize that in order to close our gender pay gap, we need more women in high paid senior positions. We're pleased to say we now have more female board members, but recognize there's more to be done.



Women's network

We've set up a women's network, opening opportunities for mentoring and networking with peers across the business. The network will also help put in place structures to increase female representation at senior level.

We know we've still got progress to make, and we're committed to tackling the Gender Pay gap that still exists through continuing the ongoing work to drive this down and tackling the barriers through targeted action.